

# **State of Alaska FY2002 Governor's Operating Budget Performance Measures**

Department of Corrections

## Department of Corrections

### Key Performance Measures for FY2002

#### **Measure: Maintain inmate populations within the emergency capacity of each institution.**

*(Not yet addressed by Legislature.)*

##### **Current Status:**

Since November 1999, in-state institution populations have remained below their emergency capacities with a few exceptions.

##### **Benchmark:**

The final order in Cleary, nearly a decade ago, required the Department to bring its population under emergency capacities established in the class action lawsuit. The Department has been working to comply since then.

##### **Background and Strategies:**

Due to increased state population, more criminal enforcement and longer sentences, the State's prison population has increased. The Department has developed and implemented a long-term plan. In FY2000, the court reduced the scope of monitoring in the Cleary class action by ending the monitoring of both women and the population in House One at Spring Creek. In August 2000, the Department filed its motion to terminate the class action litigation under AS 09.19.200 (Alaska's Prison Litigation Reform Act).

#### **Measure: Minimize the number of major incidents.**

*(Not yet addressed by Legislature.)*

##### **Current Status:**

Since 1995, there have been no major incidents in Alaska's in-state institutions.

##### **Benchmark:**

The State has established its own benchmark by not having any major incidents for many years now.

##### **Background and Strategies:**

Maintaining in-state institutions below their emergency capacities and ensuring an adequate number of properly trained staff are critical components to preventing major incidents. As the State attempts to respond to decreasing revenues, it is important to ensure that we do not compromise public safety.

#### **Measure: Increase probation and parole supervision of offenders through increased monitoring and accountability programs.**

*(Not yet addressed by Legislature.)*

##### **Current Status:**

The FY 2000 department-wide average monthly supervision caseload was 4,492; the annual number of pre-sentence reports was 1512. General supervision caseloads per Probation Officer;

Anchorage, 9 of 14 exceed 90 medium/maximum offenders

Palmer, 3 of 4 exceed 100 medium/maximum offenders

Fairbanks, 3 of 8 exceed 90 medium/maximum offenders

##### **Benchmark:**

- Establish optimal monthly caseloads of a Probation Officer who is not preparing pre-sentence reports at 70-75 offenders.
- Establish optimal monthly caseloads of a Probation Officer who is preparing pre-sentence reports at 60-65 offenders.

- Establish optimal monthly specialized caseloads of a Probation Officer for DWI, Sex Offender and Mental Health cases at 45-50 offenders.

**Background and Strategies:**

The number of offenders on probation/parole during the last three fiscal years has increased by 939 felons, primarily in the Anchorage, Palmer and Fairbanks areas.

1997 Average monthly caseload statewide: 3553

1998 Average monthly caseload statewide: 4132

1999 Average monthly caseload statewide: 4388

2000 Average monthly caseload statewide: 4492

As the number of offenders on probation/parole continues to increase, it will become necessary to increase the number of probation officers providing supervision.

Caseloads over the benchmark standard for supervision make it more difficult to protect public safety.

**Measure: Increase Substance Abuse (Alcohol and Other Drug) Interventions for Offenders.**

*(Not yet addressed by Legislature.)*

**Current Status:**

On October 16, 2000 the Men's Residential Substance Abuse Treatment (RSAT) program opened at Wildwood Correctional Center. The 42-bed in-prison long term residential treatment program is currently filled to capacity with a waiting list of 30 offenders.

In Alaska, the Women's Residential Substance Abuse Treatment (RSAT) program opened Nov. 1, 1998. It is an in-prison long-term residential treatment program. As of Sept. 30, 2000, 131 women have been admitted to this intensive level of care. Currently there is no wait list for this program.

**Benchmark:**

Many jurisdictions are showing success, measured by reduced recidivism, by implementing in-prison residential treatment programs that address addiction issues in conjunction with life skills and behavioral changes.

**Background and Strategies:**

Many chronically addicted offenders who have a history of substance abuse related crimes need the services of a 6-12 month residential treatment program that addresses addiction issues in conjunction with life skills and behavioral changes. Without such intervention, they inevitably return to their substance abuse and criminal behavior. In order to improve substance abuse interventions for offenders, the Department is striving to increase the number of offenders participating in RSAT programs while incarcerated.

**Measure: Increase education services for offenders in institutions.**

*(Not yet addressed by Legislature.)*

**Current Status:**

The Alaska DOC has improved education services for offenders in three areas during FY 2000: women's vocational programming, secondary and special education for youthful offenders.

Vocational training for female offenders now includes programs in horticulture, building trades and computer operations. 111 women enrolled in classes in these areas.

Corrections and the Department of Education and Early Development jointly offered training for school district and correctional educators on federal and state special education requirements. Agreements for service delivery are in place for each facility.

In FY 2000, the Department collaborated with the Kenai Peninsula School District to implement a comprehensive education program for youthful offenders at the Spring Creek Youthful Offender Program. Three full-time teachers were employed to provide academic and special education programs.

**Benchmark:**

Although scientifically based research in the area is limited; there is some indication of a positive relationship between correctional education and post-release success. Negative behavior within the correctional system also may be impacted by such participation.

**Background and Strategies:**

In 1990, the Correctional Education Association estimated that 75% of adult American inmates were illiterate. Other researchers estimate the average reading level to be at or below the fifth grade and that more than half of all prison inmates has not finished high school. Limited studies conducted on Alaskan inmates indicate that the adult inmates and the youthful offenders experience these same limitations, including the need for special education services.

Educational services are severely limited within the Department's institutions. In FY 2000, the Department became a federal sub-grantee of a distance learning program. The department hopes to increase educational offerings in the areas of adult basic education, GED preparation, life skills and pre-release preparation through this program. The Department will also continue to coordinate with other state and local agencies to improve the quality and quantity of educational services.

**Measure: Expand the Management Information System to include medical, clinical and programmatic data.**

*(Not yet addressed by Legislature.)*

**Current Status:**

The new system replacement core information modules for tracking and monitoring offenders in Institutions and Community Corrections will be implemented during the second quarter of FY 2001.

**Benchmark:**

The essential elements of the medical, clinical and programmatic data expansion will be operational in the new Management Information System by June 30, 2002.

**Background and Strategies:**

The Department has recognized its need for more accurate data to track recidivism and for other data driven functions. To this end the Department has been working since 1995 toward the development and implementation of the new core management information system.

**Status of FY2001 Performance Measures**

	<i>Achieved</i>	<i>On track</i>	<i>Too soon to tell</i>	<i>Not likely to achieve</i>	<i>Needs modification</i>
● Maintained inmate populations within the emergency capacity of each institution.		X			
● Minimize the number of major incidents.		X			
● Increase probation and parole supervision of offenders through increased monitoring and accountability programs.					X
● Improve Substance Abuse (Alcohol and Other Drug) Interventions for Offenders.		X			
● Improve education services for offenders in institutions.		X			
● Expand the Management Information System to include medical, clinical and programmatic data.		X			

## Office of the Commissioner

### Key Performance Measures for FY2002

**Measure: The percentage of divisions that meet assigned performance measures.**

*(Added by Legislature in FY2001 version.)*

**Current Status:**

The Department is currently working on means to accurately determine this performance measure.

**Benchmark:**

This is the first year of this measure. Individual benchmarks are in the process of being established.

**Background and Strategies:**

The Commissioner has oversight for the entire Department of Corrections, including the Divisions of Institutions and Community Corrections. While the Department has budgetary responsibility for the Parole Board and the Alaska Correctional Industries boards manage these agencies.

**Measure: The percentage of intakes that have been in the Alaska correctional system before.**

*(Added by Legislature in FY2001 version.)*

**Current Status:**

During FY00 there was 18,421 bookings; 5,312 (29%) initial admits and 13,109 (71%) readmits. Utilizing the current data system, it is difficult to accurately isolate readmits, for various reasons including multiple bookings for the same charge such as release for bail and readmit after trial and conviction. The department will be implementing a new management information system during FY01 and will undertake efforts to accurately determine readmission rates.

**Benchmark:**

This is the first year of this measure. Individual benchmarks are in the process of being established.

**Background and Strategies:**

There has not been a recidivism study that would accurately reflect the number of re-offenders. Additionally, to identify the reasons for recidivism would require a comprehensive study of community conditions, socio-economic indicators as well as family dysfunction.

**Measure: The number of days in which the department's facilities are filled at greater than their emergency capacity.**

*(Added by Legislature in FY2001 version.)*

**Current Status:**

By frequent movement of inmates between facilities and transfers of many to the contract facility in Arizona, the Department has maintained the correctional institutions below their emergency capacity. During the first 5 months of FY01, the Department has experienced a .06% over emergency capacity rate (102 facility days out of 1,836).

**Benchmark:**

The final order in Cleary, nearly a decade ago, required the Department to bring its population under emergency capacities established in the class action lawsuit.

**Background and Strategies:**

Due to increased state population, more criminal enforcement and longer sentences, the State's prison population has increased. The Department has developed and implemented a long-term plan. In FY 2000, the court reduced the scope of monitoring in the Cleary class action by ending the monitoring of both women and the population in House

One at Spring Creek. In August 2000, the Department filed its motion to terminate the class action litigation under AS 09.19.200 (Alaska's Prison Litigation Reform Act).

### Status of FY2001 Performance Measures

	<i>Achieved</i>	<i>On track</i>	<i>Too soon to tell</i>	<i>Not likely to achieve</i>	<i>Needs modification</i>
<ul style="list-style-type: none"> <li>● The percentage of divisions that meet assigned performance measures.</li> <li>● The percentage of intakes that have been in the Alaska correctional system before.</li> <li>● The number of days in which the department's facilities are filled at greater than their emergency capacity.</li> </ul>			X  X  X		

## Administrative Services

### Key Performance Measures for FY2002

**Measure: The cost of the division compared to personnel costs for the department.**

*(Added by Legislature in FY2001 version.)*

**Current Status:**

The total departmental personnel expenditures for FY00 were \$86,366.6. The total expenditures for the Division of Administrative Services (Components: Administrative Services, D&WP, and Facilities) were \$4,092.6 or 4.7% of the Department's personal service expenditures.

**Benchmark:**

This is the first year of this measure. Individual benchmarks are in the process of being established.

**Background and Strategies:**

The Administrative Services Division provides fiscal, budget, procurement, facilities maintenance, personnel and computer support to the departments 1300 employees in 32 sites including 12 correctional facilities, processing 75,000 payroll and vendor warrants per year.

**Measure: The number of late penalties incurred for payroll or vendor payments.**

*(Not yet addressed by Legislature.)*

**Current Status:**

The total number of late penalties incurred during FY00 was 235 out of approximately 75,000 warrants issued.

**Benchmark:**

This is the first year of this measure. Individual benchmarks are in the process of being established.

**Background and Strategies:**

The Administrative Services Division provides fiscal, budget, procurement, facilities maintenance, personnel and computer support to the departments 1300 employees in 32 sites including 12 correctional facilities, processing 75,000 payroll and vendor warrants per year.

**Measure: The number of audit exceptions.**

*(Added by Legislature in FY2001 version.)*

**Current Status:**

State Single Audit for the period ending June 30, 1999 did not find exceptions regarding the Departments financial management. The State Single Audit for Period ending June 30, 2000 is currently in process with an expected completion date of approximately March of 2001.

**Benchmark:**

This is the first year of this measure. Individual benchmarks are in the process of being established.

**Background and Strategies:**

The Administrative Services Division provides fiscal, budget, procurement, facilities maintenance, personnel and computer support to the departments 1300 employees in 32 sites including 12 correctional facilities, processing 75,000 payroll and vendor warrants per year.

**Status of FY2001 Performance Measures**

	<i>Achieved</i>	<i>On track</i>	<i>Too soon to tell</i>	<i>Not likely to achieve</i>	<i>Needs modification</i>
● The cost of the division compared to personnel costs for the department			X		
● The number of late penalties incurred for payroll or vendor payments			X		
● The number of audit exceptions.			X		



## Inmate Health Care

### Key Performance Measures for FY2002

**Measure: The average medical cost per inmate.**

*(Added by Legislature in FY2001 version.)*

**Current Status:**

During FY01 the rate for medical costs per inmate is \$16.69 per day or \$6,091.95 per year. In FY00 1,274 patient encounters were provided to Alaska inmates by non-DOC medical providers outside the institutions.

**Benchmark:**

This is the first year of this measure. Individual benchmarks are in the process of being established.

**Background and Strategies:**

Every effort is made to provide basic health care needs at a reasonable cost. The National Institute of Corrections gave us a grant to examine the provision of health care services and recommendations for ways to reduce our costs without jeopardizing the health and welfare of our inmates. Efforts are still underway to introduce some of those recommendations.

**Measure: The number of inmates using outside services when compared to the total number of inmates.**

*(Added by Legislature in FY2001 version.)*

**Current Status:**

During FY01 the rate for medical costs per inmate is \$16.69 per day or \$6,091.95 per year. In FY00 1,274 patient encounters were provided to Alaska inmates by non-DOC medical providers outside the institutions.

**Benchmark:**

This is the first year of this measure. Individual benchmarks are in the process of being established.

**Background and Strategies:**

Every effort is made to provide basic health care needs at a reasonable cost. The National Institute of Corrections gave us a grant to examine the provision of health care services and recommendations for ways to reduce our costs without jeopardizing the health and welfare of our inmates. Efforts are still underway to introduce some of those recommendations.

### Status of FY2001 Performance Measures

	<i>Achieved</i>	<i>On track</i>	<i>Too soon to tell</i>	<i>Not likely to achieve</i>	<i>Needs modification</i>
● The average medical cost per inmate.			X		
● The number of inmates using outside services when compared to the total number of inmates.			X		

## Inmate Programs

### Key Performance Measures for FY2002

**Measure: The number of inmates who complete programs successfully.**

*(Added by Legislature in FY2001 version.)*

**Current Status:**

Basic Alcohol & Drug Education: A total of 463 inmates were enrolled in BADE - 180 have completed treatment.

Residential Substance Abuse Treatment (RSAT): The men's RSAT program will conclude its first quarter of operation on Dec. 30, 2000.

Batterers Program: The three Batterer's programs have submitted first quarter statistics. There were a total of 38 written intake assessments completed.

Sex Offender Programs: Preliminary statistics for this will not be ready until year-end.

Life Skills: During FY00, 6,340 inmates participated in 314 Life Skills classes. Detailed information is currently being compiled.

**Benchmark:**

This is the first year of this measure. Individual benchmarks are in the process of being established.

**Background and Strategies:**

An important element to the reintegration of inmates to the community is participation in behavior changing programs. We are striving to offer more intensive programming, such as the therapeutic communities at WWCC and HMCC, to enhance the rehabilitative process.

**Measure: The number of re-admits who completed their programs during previous incarcerations with the Department.**

*(Added by Legislature in FY2001 version.)*

**Current Status:**

The department currently does not have a means of accurately determining this measurement. The only programs that would be considered of significant therapeutic value to measure would be the Residential Substance Abuse Programs and the Sex Offender Treatment Programs. The Sex Offender Treatment Program has only had one recidivist among those that have been considered successful discharges.

**Benchmark:**

This is the first year of this measure. Individual benchmarks are in the process of being established.

**Background and Strategies:**

Recidivism is one measure of program success. The department is implementing a new Management Information System (MIS) which will enhance the department's ability to track offender program participation in a meaningful way. Prior to the development of MIS, the department does not have the resources to complete a paper study.

**Measure: The percentage of felony inmates who do not have high school diplomas or GEDs who receive their GEDs during their incarceration with the Department.**

*(Added by Legislature in FY2001 version.)*

**Current Status:**

During the period of July 1 - October 31, 34 felons in-state, 14 felons in Arizona and 8 misdemeanants completed their GEDs while incarcerated.

**Benchmark:**

This is the first year of this measure. Individual benchmarks are in the process of being established.

**Background and Strategies:**

Clearly, inmates will fare better in the community with a completed education. Nearly every facility has a GED program providing the opportunity for many to enhance their education. The department is implementing a new Management Information System (MIS) which will enhance the department's ability to track offender program participation in a meaningful way. Prior to the development of MIS the department has no means to obtain the percentage of inmates without diplomas or GEDs.

**Status of FY2001 Performance Measures**

	<i>Achieved</i>	<i>On track</i>	<i>Too soon to tell</i>	<i>Not likely to achieve</i>	<i>Needs modification</i>
<ul style="list-style-type: none"> <li>● The number of inmates who complete programs successfully.</li> </ul>			X		
<ul style="list-style-type: none"> <li>● The number of re-admits who completed their programs during previous incarcerations with the Department.</li> </ul>			X		
<ul style="list-style-type: none"> <li>● The percentage of felony inmates who do not have high school diplomas or GEDs who receive their GEDs during their incarceration with the Department.</li> </ul>			X		

## Correctional Industries Product Cost

### Key Performance Measures for FY2002

**Measure: Program participants who receive jobs after release.**

*(Added by Legislature in FY2001 version.)*

**Current Status:**

A database is being established to track this information.

**Benchmark:**

This is the first year of this measure. Individual benchmarks are in the process of being established.

**Background and Strategies:**

There are several sound correctional reasons to utilize correctional industries throughout the institutional system. As a management tool, it provides inmates with a sense of accomplishment and pride. It also allows those inmates who participate, a chance to feel productive.

The mission of ACI is to assist in the rehabilitation of inmates by providing marketable work skills. Above and beyond the actual skills taught, the inmates learn a work ethic that they can utilize inside and outside of prison walls.

**Measure: Sentenced inmates who participate in Alaska Correctional Industries.**

*(Added by Legislature in FY2001 version.)*

**Current Status:**

During the first four months of FY01, 12.2% of sentenced inmates incarcerated in Alaska were participating in Alaska Correctional Industries.

**Benchmark:**

This is the first year of this measure. Individual benchmarks are in the process of being established.

**Background and Strategies:**

There are several sound correctional reasons to utilize correctional industries throughout the institutional system. As a management tool, it provides inmates with a sense of accomplishment and pride. It also allows those inmates who participate, a chance to feel productive.

The mission of ACI is to assist in the rehabilitation of inmates by providing marketable work skills. Above and beyond the actual skills taught, the inmates learn a work ethic that they can utilize inside and outside of prison walls.

### Status of FY2001 Performance Measures

	<i>Achieved</i>	<i>On track</i>	<i>Too soon to tell</i>	<i>Not likely to achieve</i>	<i>Needs modification</i>
● Program participants who receive jobs after release.			X		
● Sentenced inmates who participate in Alaska Correctional Industries.			X		

## Electronic Monitoring

### Key Performance Measures for FY2002

**Measure: The total cost of the program compared to the number of participants**

*(Added by Legislature in FY2001 version.)*

**Current Status:**

During FY00 the Department collected \$174.2 in receipts from offenders participating in the program. Total program expenditure for FY00 was \$234.2 (all funds). During the fiscal year 157 offenders were placed in the program.

**Benchmark:**

This is the first year of this measure. Individual benchmarks are in the process of being established.

**Background and Strategies:**

Electronic monitoring can provide cost effective method of supervising low risk offender who would otherwise be taking up an expensive hard or soft bed in an institution or CRC. To date it has proven to be a successful program and the department is expanding the program to various locations statewide.

**Measure: The number of participants failing the program compared to the total number of participants.**

*(Added by Legislature in FY2001 version.)*

**Current Status:**

During FY00 157 offenders were placed in the program, of those, 126 successfully completed or continued with the program and 31 terminated. During the first 5 months of FY01 there have been 65 completions, 17 terminations and 52 currently being monitored.

**Benchmark:**

This is the first year of this measure. Individual benchmarks are in the process of being established.

**Background and Strategies:**

Electronic monitoring can provide cost effective method of supervising low risk offender who would otherwise be taking up an expensive hard or soft bed in an institution or CRC. To date it has proven to be a successful program and the department is expanding the program to various locations statewide.

### Status of FY2001 Performance Measures

	<i>Achieved</i>	<i>On track</i>	<i>Too soon to tell</i>	<i>Not likely to achieve</i>	<i>Needs modification</i>
● The total cost of the program compared to the number of participants.			X		
● The number of participants failing the program compared to the total number of participants.			X		